




24 April 1985

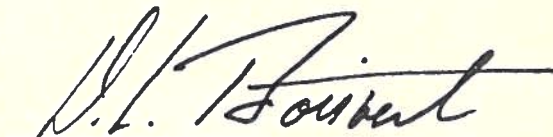
Rev. Dr. Russell Breen  
Chairman  
Concordia Council on Student Life

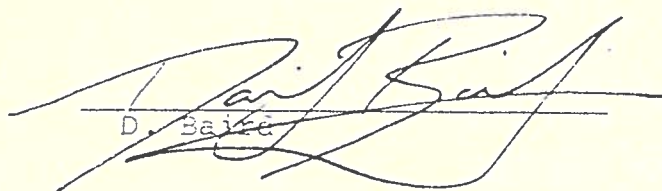
Dear Dr. Breen:


We are pleased to submit herewith, to you and the members of the Concordia Council on Student Life, the final report from the CCSL Committee on the Role of Athletics.

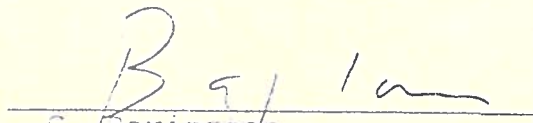
Respectfully submitted,

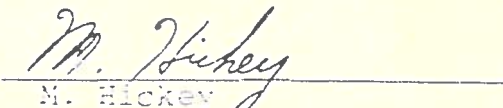
  
R. B. Swedburg, Chairman

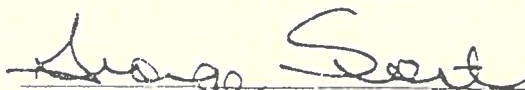
  
D. L. Boisvert

  
D. Balke

  
A. Haberl

  
C. Barington

  
M. Hickey

  
G. Short

REPORT OF THE  
COMMITTEE ON THE ROLE OF ATHLETICS  
to the  
CONCORDIA COUNCIL ON STUDENT LIFE

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April 1985

Committee Members

R. B. Swedburg, Chairman  
D. Baird  
C. Barington  
D. L. Boisvert  
A. Haberl  
M. Hickey  
G. Short

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A. PREAMBLE

The Concordia Council on Student Life (CCSL), at its January and March 1984 meetings, struck a special committee, consisting of three students (2 undergraduates, 1 graduate), two staff members from the Department of Physical Education and Athletics, one faculty member and one staff member from the Vice-Rector's Office, and entrusted it with the following mandate: "... to study the role of athletics at Concordia, with special, but not exclusive consideration for women's athletics".

It took some time for the Committee's membership to be finalized. It should be noted that Mrs. T. Humes, representative of Athletics, resigned after eight months. In addition, a special non-voting consultant, Dr. J. Gill, was named to assist the Committee in its deliberations.

In the year of activity since its creation, the Committee has been involved in the following activities:

1. Data gathering: The Committee solicited information from all Canadian universities with physical education and/or athletic programmes. A total of twelve universities responded. In addition, information was solicited and received from the Canadian Interuniversity Athletic Union (CIAU), Sport Canada and the Canadian Intramural Recreation Association (CIRA).
2. The Department of Physical Education and Athletics was asked to submit a brief outlining its perceived mandate, philosophy and priorities. This document, after much delay, was received and reviewed.
3. The Department was also asked to supply copies of its operational policies, administrative structure, job descriptions, budgets and inter-departmental activities. These were received.
4. Department staff members were invited to submit written briefs or make oral presentations to the Committee. Several individuals took advantage of this.



5. Additional individuals who met with the Committee are: the Vice-Rector responsible for Student Services, the current Director of Physical Education and Athletics, three former Directors from Sir George Williams and a representative from the Québec University Athletic Association (QUAA).
6. Information was solicited from the University community at large through a student survey conducted by CUSA and a request, via newspaper ads and general flyers, for briefs. A limited number of such briefs were received.
7. Some twenty meetings were held, at which a number of general themes, among other items, were discussed: philosophy and mandate of the Department, budget, student needs and interests, Department policies, intramural and varsity programmes, physical resources, women's programmes, etc.
8. Recommendations were formulated, discussed and voted upon by regular members of the Committee. The resultant report reflects those recommendations which the Committee, by a majority vote, has supported.

## B. PHYSICAL EDUCATION & ATHLETICS AT CONCORDIA

"The planning, promoting, organizing and conducting (of) physical education and athletics programmes to answer the needs and interests of Concordia students" is the perceived mandate of the Department of Physical Education and Athletics at Concordia University (Department Brief, 3 January 1985). From this fundamental statement, the Committee on the Role of Athletics has derived the basis for its recommendations. The Committee agrees wholeheartedly with this expressed mandate and endorses the Mathews Report of 1974, which took the following position: "A sound general principle is that the sport programme in a university exists for servicing the interests of student participation, and not as a means by which a student provides a service to the university." (Mathews, A.S., AUCC/CIAU, 1974). The Committee believes that the prime mandate of the Department should be to expand its programmes so as to service as many students as possible, at every level of activity and involvement. This is most important, as it will ensure that the Department becomes proactive and more broadly based in its orientation.

The Committee takes note that the authority and mandate of the Concordia Council on Student Life (CCSL) consists of the following, in part: "... study the range of student life for the purpose of enhancing relationships between the student and the total educational environment," and "establish clear priorities for student life and services in the University". The Committee is most insistent in reaffirming the primacy of "the quality of student life" when evaluating the services offered at Concordia, which are paid for, in large part, by the students themselves.

### 1. Services Offered

The major areas of service offered by the Department of Physical Education and Athletics are as follows: intramurals (competitive activities amongst Concordia students), clubs (activities regrouping students on the basis of common interest), free play, instructional courses/programmes and varsity sports (competitive activities at an inter-university level). In each of these areas, the Department has traditionally supported a variety of activities. Each of these programmes is designed to meet the

interests and/or needs of a specific group of students within the Concordia population. The Department, by design, has been reactive to the needs and interests of students, as evidenced by the addition or deletion of programmes based upon the expressed interests of students. In addition, the Department offers programmes which have their strong base in tradition.

The intramural programme is designed to allow large numbers of students to compete in individual and team sports on an ongoing basis. Programmes are offered in some 8 different sports and are scheduled throughout the school year, with 800 - 1,000 students taking part. A total of 1½ professional staff positions are devoted to this function, with an operating budget of \$38,500, or 18% of the programme budget. A special user fee generates an additional \$20,000 for the intramural and instructional programmes.

*FALSE*  
*T. HARPER*  
*A.P.T.*  
*Fraser*

Club sports are included in the Departmental structure. A club is designed to allow the student to have extramural participation, while controlling administratively the activity. The Department works with the clubs in an advisory capacity, and assigns neither full-time staffing nor ongoing budgets to this function. At the present time, there are 6 clubs operating at Concordia, and some 250 people are involved.

The instructional programme is administered under the auspices of the Director of Intramurals. It is designed to offer classes in a variety of areas so individuals can improve their fitness and/or skills. Currently, some 10 activities are offered, with a wide variety of class times scheduled and 1,200 - 1,500 participants. Financing and supervision of the instructional programme are ensured by the intramural resources. Instructional programmes are very popular with the University community and there are long waiting lists, due mainly to the fact that facilities are limited.

The concept of free play is fostered by the Department by allowing students to borrow equipment and use facilities at specific times during the day to meet their individual needs. There is no direct personnel or budgetary commitment to this area.



The varsity athletics programme allows some 250 highly skilled student athletes to participate in a variety of sports at the highest level of inter-university competition. In the 1984/85 academic year, there are 7 men's varsity teams, 3 women's varsity teams and one co-educational varsity team. There are 6 professional full-time staff members assigned to the varsity sector, with 64% of the programme budget.

*100 more  
for tryouts*

## 2. Facilities

Facilities for the Department of Physical Education and Athletics are as follows:

Loyola

*NOT*  
Standard size gymnasium  
Indoor ice arena  
Weight room  
Men's and women's locker rooms  
Four outdoor fields,  
used mainly for football/soccer

SGW

Undersized activity room at Birks Hall,  
available on a limited basis  
Victoria School gymnasium  
Very limited shower and locker room  
facilities

*90% of use of facilities by intramurals.*

## 3. Personnel

The Department has 14½ staff positions, including the Director:

Director (½)  
Associate Director (1)  
Assistant Directors (2)  
Coordinator of Intramurals (1)  
Professional Staff (6)  
Secretarial Staff (4)



Of these, 6 are varsity athletics positions, 3 are intramural positions and 5½ are Department management/support positions. It should be noted that of the intramural positions, one is secretarial, one is a professional support position, and the person in the remaining position is responsible jointly for intramurals coordination and sports information for the Department.

*3 students / staff - 2 Athletics - outvoted each time.*

4. Budget

The Department's programme budget (non-salary and part-time salaries) has remained fairly constant for the past few years. It totals \$214,300. Of this amount, \$136,300 is for varsity athletics, \$39,500 for Department operations and \$38,500 for intramural/instructional activities. For the 1985/86 fiscal year, full-time salaries are estimated at \$474,242.

### C. RECOMMENDATIONS

The Committee recognizes that the Department of Physical Education and Athletics has traditionally had a dual mission: to service the majority of students by providing intramural and instructional activities on a varied and voluntary basis, and to service the "elite" or "gifted" student athlete by providing opportunities for development at a high level of competition. While acknowledging the worth of this dual mission as an appropriate ideal, the Committee is most insistent in stating that the Department has mostly defined its priorities, and allocated its physical, human and financial resources, in terms of service to the varsity athlete, and particularly the male varsity athlete. What is called for now is a realignment of priorities, and a consequent reallocation of resources. Hence the call for an emphasis on intramural and instructional programmes, particularly those with a fitness component which appeal to women, and the need for a wide selection of different types of activities to attract as many students as possible, including varsity athletics.

*Summer  
to allow  
community  
facilities.*

The Department also has a "community service" role to perform. In the long-term, it would be beneficial to the Department and to the University if more contacts with the local communities were made, notably in terms of programming on weekends. There would also be a need for the Department to explore all possible avenues for generating additional revenue. In terms of the University community, increased participation in fitness, recreational and athletic activities would serve to foster and bolster school spirit and pride in Concordia.

With reference to women's athletics, the Committee is of the opinion that equality of access will be ensured if the recommendations contained herein are fully implemented.

For the purpose of clarity, the recommendations in this section have been grouped under the following headings:

Philosophy  
Administration  
Programmes  
Budget  
Facilities  
Personnel

### Philosophy

1. The philosophy of the Department should be redefined to reflect the alignment with student services, and not with the academic areas.

Rationale - The Department offers services which are clearly aimed at the needs and interests of students on a broad scale. While it is accepted that the Department is involved in the educational milieu and the education of the "whole" individual, it is necessary to recognize that this segment of student life is "elective" and is contingent upon student discretion in how the service is to be utilized. As with the other areas of student services, athletics offers a valid service of which any student may avail him/herself.

2. The name of the Department should be changed to "Department of Fitness, Recreation and Athletics".

Rationale - The basic reason for participation in the activities offered by the Department is recreational in nature, with the exception of the varsity athletic teams. Physical education has traditionally been viewed as a set of courses offered as part of a curriculum. Since the Department's instructional programme is elective, non-curricular and recreational in nature, it is felt that the proposed name better reflects the mandate of the Department.

### Administration

3. A University-wide Fitness, Recreation and Athletics Committee should be formed with representation from faculty, staff and students, one half of whom should be women.

Rationale - Since the functioning of the Department cuts across many aspects of student life within the University, the Fitness, Recreation and Athletics Committee could be a sounding board for the Department when planning programme changes. In addition, it could actively seek input from

*No.  
recreation  
other in first  
outchng painting  
etc... Wrong.*

*1 V Player  
1 Intramural  
1 staff  
1 Faculty*

*WRONG - ANY ONE INTERESTED*



the represented constituencies within the University community. The Committee would serve as a very effective basis for a two-way communication. It is expected that this Committee would be decisional in nature, and would report to CCSL.

*Recommend*

4. An administrative structure which would allow for equity in the voices of fitness and recreational activities and varsity athletics should be implemented.

Rationale - Presently, the Department is structured in terms of the predominance of varsity and inter-collegiate sports, and the Director of Intramurals is more removed, according to reporting lines, from the Director of the Department than is the Director of Inter-University Athletics. As noted in Appendix I (Administrative Structure), the Committee is proposing a more even distribution between the fitness/recreational and varsity functions, with the appointment of two Assistant Directors on an equal administrative footing.

5. A policies manual should be developed to include all Departmental policies.

Rationale - In a Department where there are so many functions and individuals with varying responsibilities, it would seem logical that a policies manual would be highly beneficial to everyone concerned. Clarity on matters such as student employment, recruiting, facility usage priorities, etc. would facilitate the operation of the Department. This manual will be reviewed by the Fitness, Recreation and Athletics Committee.

#### Programmes

6. The Department should become proactive in the identification and meeting of student needs.

Rationale - The addition or deletion of programmes should not be based on tradition, nor strictly on the desires of the more vocal students. Members of the Department should

*Lack of Facilities again.*

actively seek input for programme selection, and search for new and creative ways to meet student needs. At the present time, a considerably higher percentage of individuals indicate interest in participation than indicate actual participation.

7. Greater emphasis must be placed on the establishment and offering of programmes on the Sir George Williams Campus.

*YWC A good at SGW ? Donmacora*

Rationale - The student survey conducted by CUSA indicated a significant difference between the expressed satisfaction with programmes at Sir George Williams and Loyola. 9.7% indicated satisfaction with the SGW programmes, whereas 27.2% indicated satisfaction on the Loyola Campus. SGW students indicated they were dissatisfied or very dissatisfied in 23.2% of the cases, whereas Loyola students indicated dissatisfaction, or being very dissatisfied, in only 11.7% of the cases. The Department must make a concerted effort to add quantity and quality to the programmes available to the SGW students, in order to meet the needs and interests of the higher percentage of students who study on that Campus.

8. There should be an annual review of all programmes to determine their current status in the meeting of the needs and interests of students. This review should be carried on by the Fitness, Recreation and Athletics Committee.

Rationale - In order to keep the programme as current as possible, an annual review is necessary. If Department members become proactive in the addition of programmes to meet new student needs, an ongoing system of evaluation will be highly desirable. The Fitness, Recreation and Athletics Committee would seem to be the most likely body to be able to carry out this function in an objective manner.

- League play in ?*
9. There should be a clear policy on how an activity can become a varsity sport.



Rationale - From time to time, there are individuals who have specific interests in competing at a high level in a given sport. This may indicate a trend which will be ongoing, or merely a fad. In either case, the students should know what the process is and what the determinants are in making that sport one in which they can compete on an "elite" level.

10. Those sports currently classified as varsity should be reviewed to determine if there is competition at the QUAA level and/or the CIAU level. If competition does not exist at either of these levels, these sports should become club sports.

Rationale - There appears to be a tradition at the University where a certain amount of pride is attached to the concept that an activity is a varsity sport. The Committee feels that one of the main determinants for varsity status should be the possibility for interaction at one of the two levels outlined. Barring this, the sport is acting in many ways like a club sport. This recommendation does not carry the intention to lower in any way the priority of these sports in terms of budget, personnel and/or facility considerations. It is deemed that a club sport can occupy as high a priority position as a varsity sport in these areas. Clubs should be divided in two: competitive clubs and recreational clubs, and assigned to different divisions in the Department's administrative structure. Examples of the former are J. V. Hockey, Women's Hockey, Women's Soccer and Rugby; examples of the latter are the outdoor club, the cycling club and the martial arts club.

### Budget

11. The Department's programme budget (non-salary and part-time salaries), should reflect an allocation of at least 50% to the fitness/recreation division. The management segments of the budget should be equally distributed between varsity and fitness/recreation activities.

Rationale - The student survey indicated that 41% of the students felt the most important priority was intramurals and instructional programmes. On the same question, varsity



athletics scored 17.4%. To the question, "which programmes are of the most interest to you", 47.2% indicated intramurals and instructional programmes and 12.9% indicated varsity athletics. The Committee views that the major thrust of the Department, at this point in time, should be additional programming for non-elite students. Since one of the limitations in offering additional programming is the rental of space, this budget readjustment is envisioned as facilitating the Department in meeting this goal, in addition to more extensive programming.

12. The user fee should be fixed at \$5.00 per student per fitness and recreational activity, and at \$30 per varsity activity. Other members of the University community should pay a significantly higher user fee.

*Only if Athletics over-all budget increased by \$100,000*  
*No - ridiculous* →

Rationale - The fitness and recreational user fee is viewed as necessary since it seems to have a stabilizing effect on the registration for activities, as well as producing additional revenues for the programmes. With reference to the varsity user fee, the Committee notes that varsity activities are more expensive, with a higher cost-per-student.

→ 15-20. medical fees insurance \$22.00

13. Playoff expenditures for varsity athletics should be included in the Department's operating budget.

Rationale - Traditionally, the Department was given special funds to cover its expenses relating to playoff activities. This meant that the Department's actual budget was, in fact, greater than that originally allocated. It is more realistic if these playoff expenditures were integrated into the Department's operating budget. If the monies are not used in a given year, it is expected that they will appear as surplus at the end of the fiscal year.

14. The percentage of funding of the Department's budget related to recruitment should be absorbed by the University's operating budget.

Rationale - If recruitment, much as with the type of work done by the Liaison Office, is a valid support activity, then the University should assume the costs. Recruitment cannot truly be considered a student service. This would surely save the Department of Fitness, Recreation and Athletics substantial money in the long term.

### Facilities

#### Short-term

15. The Department should research all possible avenues for facility usage in the immediate areas of the two Campuses.

*Doing so*

Rationale - There is an immediate need (particularly on the SGW Campus) for additional programme space. In the short-term, no new space in the University will be made available for the use of athletics. In fact, at the present time, none exists. Since there is this perceived need, action on this recommendation should be immediate.

16. Department facilities should not be used for non-athletic activities such as examinations, registration, etc., when these activities displace Department programmes.

*Agreed*

Rationale - At the present time, the space is taken over frequently and for long periods of time for examinations, registration, etc. Many times, the space taken over for these purposes is not needed and not used a high percentage of the time. For the most part, these other functions could take place in other types of space in the University.

- Trying*
17. Swimming has been identified as an activity for which there is a great demand. The Department should consider this a priority and offer swimming through an arrangement with one of the facilities in close proximity to the downtown Campus.

Rationale - Next to running and jogging, swimming is the most appealing physical activity to Canadians. (Reference: Fitness and Lifestyle in Canada, 1981). In previous years, when swimming was offered, it proved to be a highly popular and desirable activity. Since it is an activity that could be offered to supplement the meagre SGW programme, it should be a priority.

18. A large room in the new library building on the downtown Campus must be reserved exclusively for recreational activities. This room should be a multi-purpose fitness facility with locker rooms. CCSL should earmark at least \$20,000 from its surplus to the University capital campaign for this purpose.

Rationale - At the current time, the best possible solution to the facilities shortage at SGW is to have space in the building in question. The need for facilities on the downtown Campus is indeed vital. If this can be taken into account at this stage of the planning process, perhaps a permanent facility would become a reality.

Long-term

19. There should be a committee established to study the facility needs of the Department.

Rationale - A comprehensive proposal outlining the various possibilities for facility additions should be available to University planning committees. In addition, student groups could start lobbying to begin fundraising for such a facility. Such a plan should be available even in the most pessimistic of financial times. The Committee notes that there is an obvious and serious need for increased fitness, recreation and athletic facilities at the University. Everyone who met with the Committee indicated this was a top priority, and the student survey confirms this perception.



Personnel

20. The position of Director of Fitness, Recreation and Athletics should be a full-time, four-year, internally and externally searched position, once renewable. It must alternate between a male and a female.

Rationale - The operation of the Department is a major task and should not be considered part-time. A full-time Director would be able to direct attention to the recommendations outlined in this report. The Committee feels that the appointment should be a limited-term since there is a constant need for new ideas and a fresh approach. As there is a clear need for affirmative action in the Department, the position of Director should be held by a female and a male in turn.

21. Priority should be given to the hiring of female personnel in all areas of women's programmes.

Rationale - The Committee views the role of women's activities in the Department to be equal to that of men. These new hiring practices will lead to a balance of men and women working in the Department at all levels of responsibility. Since this does not exist at the present time, it is felt that the Department needs to become proactive in recruiting and hiring female employees for positions of major responsibility. The Committee notes that a vacancy has occurred recently in the Department. In light of recommendations stemming from the report on the status of women at Concordia, and in accordance with the expressed wishes of the Director of the Department, priority must now be given to upgrading this position to a professional category and filling it with a woman.

22. The division of fitness and recreation should have three professionals who are concerned solely with the functioning of the fitness and recreation programmes. At least one of these people should be female.

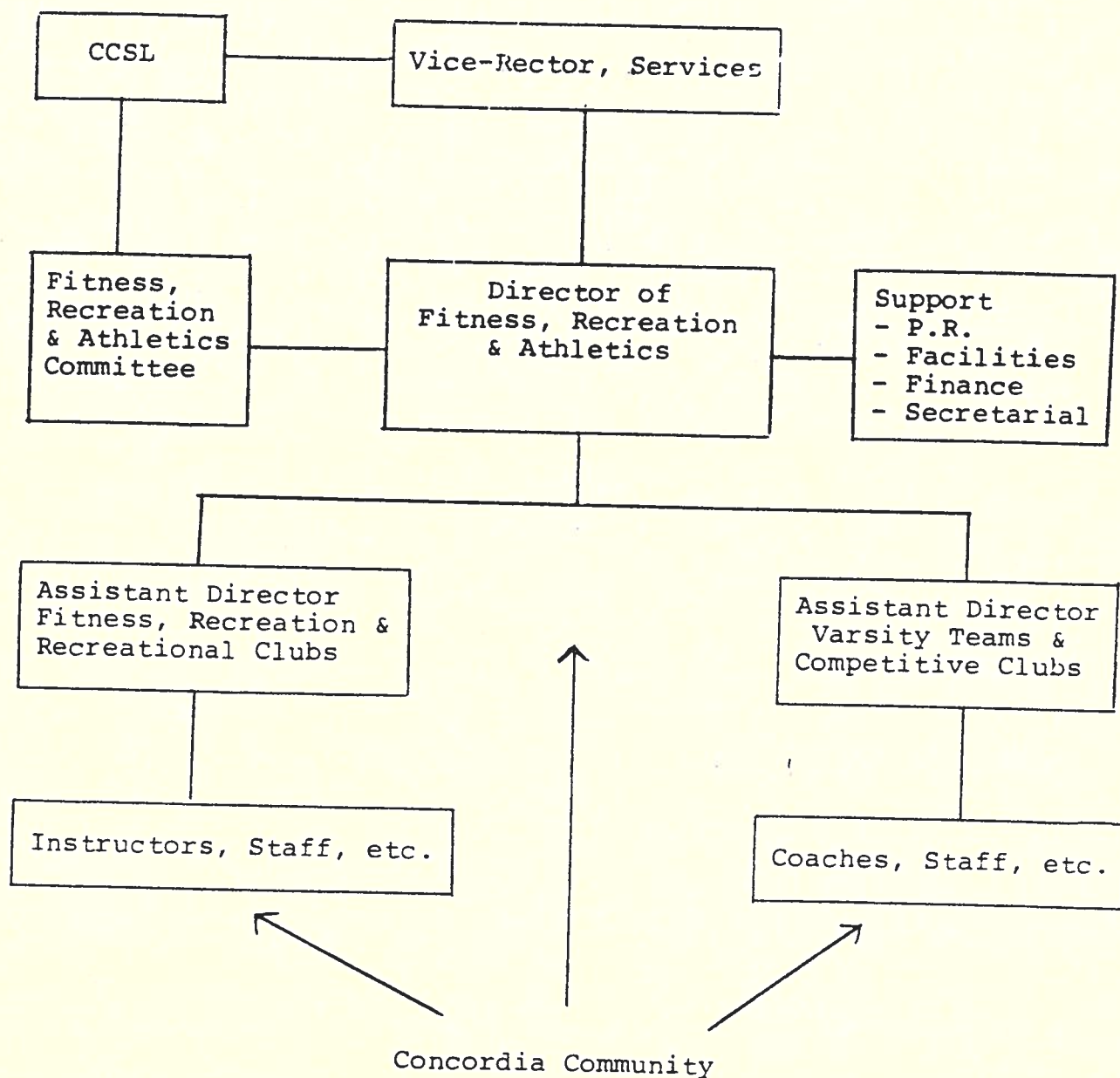
Rationale - With the increase in activities in the fitness and recreation division, an increase in personnel is deemed to be absolutely necessary. Since a large number of the individuals served by these programmes are women, it is necessary to have a female programmer in the division.

23. One employee of the Department of Fitness, Recreation and Athletics should have marketing and publicity as his/her main task.

Rationale - The individual can be involved in both fitness/recreation and varsity athletic activities. In order to increase participation in fitness/recreation programmes, it is anticipated that a significant increase in the marketing of said programmes will be necessary. The publicity/marketing expertise of this individual will serve both the needs of the varsity sports programmes and the fitness/recreation programmes. The survey indicated that students were uninformed and indifferent. Informing them of the scope of services available is essential to the new emphasis on participation which the Committee believes the Department needs.

DEPARTMENT OF FITNESS, RECREATION AND ATHLETICS

ADMINISTRATIVE STRUCTURE





## SELECTED SOURCES

### Internal Sources

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- Cozens, W. - Centre for Mature Students
  - Ski Team - "Brief submitted to the committee on the role of athletics".

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  - Simon Fraser University
  - Trent University
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- Canadian Advisory Council on the Status of Women. "Sexual Equality in Canadian Sport", 1983.

Oral Presentations

Arsenault, P. Former athletic director, Sir George Williams University.

Breen, R. Vice-Rector in charge of student services, Concordia University.

Coulter, B. QUAA representative.

Enos, E. Director of Physical Education and Athletics, Concordia University.

Insleay, A.D. Former athletic director, Sir George Williams University.

Philip, B. Intramural director, Concordia University.

Short, G. Former athletic director, Sir George Williams University